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In This Number Chapters III and IV
Pacemakers in Farmers' Co-operation

BENSON Y. LANDIS



HOME LANDS

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PACEMAKERS IN FARMERS' CO-OPERATION

A Monograph By Benson Y. Landis

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*A Co-operative in California*

PACEMAKERS IN FARMERS' CO-OPERATION (CONTINUED)

Benson Y. Landis

CHAPTER III. Progress Toward Federation of Local Co-operatives and the Formation of Larger Co-operatives

THE development of the local association in the rural community has been the first step of the farmer-co-operator. For many years he has been taking the second step: forming federations of existing local organizations, or building larger organizations, operating over considerable territory, either without the local organization, or with the local or district associations created at the same time as the central agency. If the co-operator was to have a strong position as a marketer this step was necessary. Let us suppose that "Rectangle County, Illinois," has fifteen local co-operative associations in as many communities. They are made up of bands of fifty or a hundred farmers. If no other scheme of organization is developed, these small associations are apt to live unto themselves alone, so far as their dealings with city markets are concerned. Obviously they may easily compete with one another. Most of them may be shipping to one city when the market there is glutted, and some might more profitably ship elsewhere. Therefore their efforts must be co-ordinated. The evident thing to do is to form another marketing agency, operated and owned by the local associations or by the individual members of the locals. This agency will be used by and serve the local groups. By means of it, the farmer supplants a second privately-owned marketing agency, or middleman, in addition to the buyer or dealer in

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the local community, and gives to the co-operators the accustomed profit of the supplanted agency.

THE CALIFORNIA GROUP

PROBABLY the best known central agency of local co-operatives in the United States is the California Fruit Growers' Exchange. Organized in 1895, its business has constantly increased in volume and value until, during the year ending October 31, 1921, it handled for its 10,500 members over \$61,000,000 worth of oranges, lemons and grape fruit. Two hundred and three local associations are organized in twenty district exchanges, and these in turn form The California Fruit Growers' Exchange. When the lemon and orange growers first organized, more than thirty years ago, they thought that the local association which did the packing, grading and shipping would solve their problems. But they were merely competing with one another and constantly shipped products to glutted markets. Beginning with the formation of the central organization in 1895 the following plan has been worked: Most of the local associations pick the fruit by employing bands of trained workers, thus avoiding damage to fruit from improper handling. All the local associations pack, grade, load and ship the fruit. The district exchange sells the fruit, in co-operation with the central exchange which acts as a clearing house. Fruit always remains the

property of the local associations. Fruit is sold subject to the right of the shipper to say when and in what amount products shall be shipped and to whom the product shall be sold, and, except at auction points, the local association can name the price at which it is willing to sell. In 1922 the central exchange has agents in fifty-three of the principal market cities. The agent of the central office communicates to the district office the best price he is able to obtain, and the district exchange may reject or accept the offer. The central organization is an efficient marketing association which provides the facilities through which the fruit is distributed. It does not charge a fixed commission. It is the servant of the growers, and all money earned is returned to them, after all operating costs have been deducted. The central exchange has a contract with the district exchange, the district exchange has the same relation with the local associations, and the association has a contract with the growers, binding them to deliver all their fruit for a period of years. The associations, however, reserve the right to withdraw from the district exchange by giving notice of withdrawal at a certain time each year, and the district exchange reserves the right to withdraw from the California Fruit Growers' Exchange in the same manner. These relations, plus the real co-operative spirit, are deemed necessary for success. The Central Exchange handles 72.5% of the citrus fruit produced in California, taking it from the orchards to the wholesalers in the large cities.

The California Fruit Growers' Exchange is a non-stock organization, having been changed to this plan, after it was launched with capital stock. Its greatest benefits have come through stabilizing prices, by an equitable distribution of the crop, by increasing the consumption of citrus fruits through a national advertising campaign, (it now sells almost as much fruit in summer as in winter), and by reducing the cost of distribution. The total cost of all the selling and advertising, including operating expenses of the district exchanges, is equal to only 2.32 cents out of every dollar received. All in all, the California Fruit Growers' Exchange has achieved a most noteworthy place in the co-operative movement by its great success over a period of twenty-five years.

GROWING raisins was a most unprofitable business in California until the organization of the California Associated Raisin Company in 1912. The first vineyards were put out in 1884. By 1891 raisins sold for a cent a pound. Various types of organizations among the farmers failed. Even with better prices later on, there were years when, because of the methods of distribution which then obtained, crops could not be moved. Then came the Associated Raisin Company. At the end of its first year, 77% of the raisins produced in the state were marketed through this organization. The contract called for five years' delivery from the grower. This contract was upheld by the courts, after being fought by the private distributors, and this proved to be a great victory for the cause of co-operation among farmers in the state. The raisin crop has increased in volume from about 35,000 tons in 1912 to over 200,000 in 1920. In the latter year the co-operative company controlled 90% of the crop. It was known as the only farmers' trust in the world. But it has not been convicted of an illegal transaction, has not prevented competition and, after ten years of organization, production of raisins in the state has increased over 600%. Recently the company sold 320,000,000 five cent packages of raisins in six months, by means of a special advertising and selling campaign, and created increased consumption of their product,—when the spectre of overproduction loomed ahead. There are over 10,000 stockholders, and dividends of from 6% to 10%

have been paid annually. Every member must own stock and the grower must also sign away his voting power to a board of trustees, twenty-five in number. They are elected by the stockholders, by districts. These men in turn elect a board of seven directors, who direct the company's affairs. This is real concentration of control, undemocratic, but apparently in most respects successful.

THE co-operative third in size is the California Prune and Apricot Growers, Inc. It dates from the year 1917, and by 1921 had over 11,000 farmers as members and through its hands went over 70% of the prunes and apricots produced in the state. Results among prune and apricot growers have been practically the same as those among the citrus fruit and raisin producers. All of the state's co-operatives are said to have marketed \$225,000,000 worth of products in 1919. In addition to the big three, California has thirty marketing associations, which are small only when compared to the size of the others. Among them are co-operatives which handle almonds, peaches, walnuts, berries, beans, pears, honey, dairy products, eggs, etc. The Association of Poultry Producers of Southern California is an example of these small organizations. It handles over \$4,500,000 worth of eggs annually.

IN a series of articles on "Farmers' Co-operation in California," appearing in "*Wallace's Farmer*" and the "*Prairie Farmer*," Mr. Herman Steen of the Standard Farm Papers, Inc., thus summarized the four fundamental features which are carried out in most of the state's co-operatives:

"1. These marketing associations are organized by commodity and not by locality. Peach growers and orange growers and bean growers may live in the same community, but they market their product through different co-operative associations. One man may sell different crops through three or four different commodity associations. All leaders in co-operative work in California no matter how much they differ on other points, are agreed that this is absolutely essential.

"2. The associations have an absolute binding contract with every producer who belongs, requiring him to market all his products through the association over a period of years. A California co-operative organization would no more think of starting now without this provision than it would of leaving its safe unlocked at night. The wisdom of years of experience in co-operation in California has burned the necessity of this provision into the very soul of co-operative enterprises.

"3. Crops are handled on the pool basis, thereby giving every producer the same price for the same quality product, no matter when sold. This rule, with little variation, is in effect in practically every co-operative organization in California. It is the basis of true co-operation, and the wisdom and fairness of this provision have been proved through the years.

"4. Organizations are without capital stock and operate on the non-profit plan. Most of the California co-operative associations are operating on the non-profit plan with no capital stock and others are rapidly changing to this plan or are endeavoring to do so."

PROGRESS AMONG OTHER GROWERS OF SPECIALTIES

IN the last ten years there has been a marked development among the citrus growers of Florida. In 1909 a group of fifty Florida Growers visited California to study the organizations which the California farmers had built up. The plan of organization in the South is somewhat similar to that of the California Fruit Growers' Exchange, including the non-stock feature. The Florida Citrus Exchange is a federation of twelve sub-exchanges, which in turn are made up of about one hundred local associations. The function of the three organizations is the same as in the California Fruit Growers' Exchange. The associations are without capital stock, are on the non-profit plan, and each acts as the servant of the growers. Over four thousand farmers are

banded together and are doing a constantly increasing business. For the year of 1921 they sold over 4,000,000 boxes of oranges and grape fruit. This was 65% of the citrus fruit grown in the state. The Exchange spends a quarter of a million dollars a year for advertising. It has two subsidiary companies, one through which the growers buy annually several million dollars' worth of supplies, the other a loan and guaranty company which lends money to the grower to help him produce his crop, or to enable him to carry it until the exchange has sold it. The exchange also owns its own fertilizer and box factories.

In Florida large celery, berry and vegetable associations are being formed. The Michigan Potato Growers' Exchange was organized with the same methods as the California citrus fruit growers, except that the central exchange has more authority. In 1920 this recently formed organization marketed 3,150 carloads of potatoes, or more than half of the Michigan crop. In Southern Michigan there is a Fruit Growers' Exchange, made up of fourteen local associations, which sold a million dollars' worth of fruit in 1921. Four thousand carloads of various truck crops were sold last year by the South Carolina Produce Association. The asparagus growers of this state are organized and last year disposed of one hundred carloads of their product. The Arkansas Rice Growers' Co-operative Association has "signed up" over 90% of the rice acreage of the state. In 1920 \$1,000,000 worth of grapes went through the Chautauqua and Erie Grape Growers' Association, operating in Western New York and Pennsylvania. In Georgia the Peach Growers' Exchange handles 7,500 carloads of peaches a year. 747 carloads of watermelons were sold in 1921 by the Southwest Georgia Melon Growers' Association. In New York state several thousand maple growers have organized, and they expect to have at least ten thousand members. In the Hood River Valley of Oregon there has been since 1914 the well-known Apple Growers' Association. Through it pass about 75% of the apples grown in the section. At Hood River the Association operates a half-million dollar storage and refrigerating plant. It has branches in four cities and sells through brokers in other large centers. \$30,000 a year is spent for advertising. Farmers in Alabama were struggling with the production of the Satsuma, a small Japanese orange of the same family as the tangerine, from 1908 to 1914, when five growers formed the Gulf Coast Citrus Exchange. Now the co-operative has five hundred growers as members, and in 1920 it marketed a quarter of a million dollars' worth of oranges under three brands. There are eight local associations with eight plants for sorting, grading and packing fruit. The Exchange takes six cents out of every dollar received for its operating expenses.

MARKETING GRAIN

IN Northern Idaho, Eastern Oregon, Eastern Washington and Montana, the North Western Wheat Growers' Association has 20,000,000 bushels of wheat under contract for the 1922 season. There are sub-organizations in each of these states. The co-operative has gone through three successful years. The growers' association was founded without capital stock, on the one-man one-vote plan, and in order to build warehouses and elevators a subsidiary warehousing corporation has been formed. The common and voting stock in the subsidiary is held by the directors of the grain growers' association, who are thus placed in full control. The warehousing corporation must do the work of marketing at cost. The preferred stock is sold to anyone willing to buy, and pays 8% cumulative dividends. The holder of the preferred stock has no voice in the transactions of the company, unless dividends should not be paid for two successive years. A binding contract is held by the association with each

grower; he agrees to deliver all wheat for a period of six years. A grower who violates the terms of the contract must stand all costs of suit and pay to the association a penalty of twenty-cents per bushel for all wheat marketed through other channels.

Thus formation of five thousand local grain elevators is but the first step of the grain growers. The small grain elevator association eliminates one middleman, the local dealer, and gives to the farmer a few other marketing advantages. But the saving is simply in reducing local handling costs and in taking the dealer's profits. Most co-operative elevators sell to the brokers on the city board of trade as do their private local competitors. The next step is to eliminate the broker and the speculator, and to form associations of the local grain co-operatives. These associations carry on business in the marketing centers and compete with the brokers. In October, 1920, the Michigan Farmers' Elevator Exchange was formed, with twenty-three affiliated local co-operative elevators. It is a central selling agency, following to some extent the principles of the California Fruit Growers' Exchange. In late 1921 one hundred of the state's one hundred and seventy-five co-operative elevators were members, and the Exchange was handling 25% of the grain, hay and beans leaving the farms of Michigan. In Cleveland, Ohio, there is a co-operative grain elevator, with a capacity of 300,000 bushels. Another conspicuous example is the Equity Co-operative Exchange, with headquarters in St. Paul, and with seventy-five branch elevators under its control. This is a line elevator system, the central agency operating the local elevators. The organization started in 1908, on paper, and struggled along until 1915, when it had a paid up capital of \$45,000 and a debt of \$95,000. But in 1920 the company had a paid up capital of \$1,550,000 and since 1916, after the construction of the terminal elevator, dividends of 8% on stock have been paid. All stockholders have one vote, and no one man holds more than twenty shares. The Exchange did a grain business worth \$20,000,00 in 1920.

ALL the plans of marketing grain through associations of local co-operatives have culminated in the recommendations of the Committee of Seventeen of the American Farm Bureau Federation which were put into effect in 1921. The Farm Bureau Federation itself has a million and a quarter members, and aims to become the servant of other marketing organizations, especially in aiding in the formation of co-operative marketing associations, by commodity. Its Committee of Seventeen was made up of representatives of the main farmers' bodies and the previous associations of local grain elevators. The United States Grain Growers' Association, Inc., with its projected \$100,000,000 Farmers' Finance Corporation, is the result. The Growers' Association is to be a non-stock, non-profit organization. Under its powers it can establish numerous subsidiary corporations and hold their stock, as that of the Finance Corporation. United States Grain Growers, Inc., is to be a sales agency for the local co-operative elevators of the Grain Belt. The central agency will agree to sell the grain of the local association for a period of five years. There is no compulsory pool for the local grower; in fact, he has a choice of five methods: he may: (1) sell to the local co-operative elevator for the current market price and thus end the transaction; (2) consign to the national agency at the various terminals, through the local co-operative. In this case the central agency acts merely as a handling agent and sells the grain at the market price at its discretion or whenever ordered to sell by the owner; (3) pool his grain with his neighbors and take the average price of all the grain in the pool; (4) agree to combine his local pool in a joint pool with

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THE GOSPEL OF COUNTRY LIFE

Wm. L. Bailey

IS there a Gospel of Country Life? Is it Christian to love and exalt Country Life? Could Jesus be said to have had a Country Life point of view?

If not, the Christian Church and the Christian Pastor have no right to any such emphasis. For here as elsewhere, being who he is, he must follow the leadership of his avowed Master.

Many a pastor in these days is concerned to preach a social gospel and administer a church of social service. But one fears at times that it is more largely preaching very elementary economics and sociology with a smattering of the technique of agriculture than embodying the unique viewpoint and way of life of Jesus.

The pastor's first duty—as Christian pastor—is to be a specialist in the moral and spiritual aspects of Country Life problems. He must himself understand and be able very clearly to show people—in these days of economic preoccupation—*how* to “seek first the kingdom of God” in such way that “all things will be added unto them.” His first duty is to give them a “religion worth having” for that alone would be a Gospel (Good News).

This is the example of Jesus. And he spoke clearly and acted in a way unmistakable.

The pastor must be familiar with such Country Life points of view as are to be found in the Gospels. He has a right to only so much of country life emphasis in his message as is reflected in the Gospels. He must walk and speak and act among his people as Jesus did with the fishermen and shepherds, the vineyard workers and landlords of his day.

There is a very obvious Country Life flavor to the Gospels. Many passages—possibly the greater number of words—in the Gospels refer to Country Life persons, scenes, occasions, and processes. At once occur to mind The Shepherds of Bethlehem, The Birthplace of Jesus in the Village of the Shepherd King, The Miraculous Haul of Fishes, The Wedding at Cana, The Parables of the Sower, The Good Shepherd, The Mustard Seed, The Lost Sheep, The Laborers in the Vineyard, The Unjust Steward, The Prodigal Son, The Madman of Gadara, The Vine and the Husbandman, and many another. And there is an everpresent frequency of reference to Nature: the seed, the rain, the sun, the weather, the wind, the sky, the lightning, the fields white to the harvest.

But perhaps all this is merely occasional and not an evidence of any general point of view. Perhaps it is merely by way of “parable!” We seldom do Jesus the honor of remembering that his parables were double-headers. For the average person he intended them to convey searching truths of daily life and work. To his close friends they were often intended to have another meaning also. There really is a whole textbook of rural economics and sociology in these teachings. But in our haste we extract only some obvious and petty moral and let it go at that.

Be all this as it may, Jesus certainly did not overlook those who live by garnering the fruits of the Earth and the Sea. It even seems that he consciously sought them out. For workers with Nature have a rare chance to know God. Early in his work he watched fishers at their craft and changed their fortunes by showing them that not God's sea but they were to blame, and won for the staunchest of his intimates a fisherman! Is this wholly a matter of chance? There seems to be the suggestion of a life-philosophy in it. For later when they knew him better, that night of the

storm on Galilee, he showed them how one might rebuke the elements: that Nature will not overwhelm Man if Man is not too fearful. The Sea is Man's friend if he will let it be!

He has much to say of Shepherds. And how intimately he knows them! How often he speaks as a country man! He was to be a better Shepherd than the Shepherd King. Vineyard life and work is constantly in his mind. How well he knows the nature of all forms of domestic animals! How much more luminous—if we remember this—becomes the story of the incident of the madman of Gadara and the swineherds, or that pathetic tale of the triumphal entry into Jerusalem on the back of an unbroken colt!

The agriculture and rural economy of Palestine is reflected completely in the Gospels. But the gem is that brief passage of The Seed Growing Secretly! The Bounteous Earth—Mother Earth—God's Earth—Holy Earth—nourishes the seed, and brings forth many-fold, while Man sleeps and wakes and waits to harvest *his* crop. This is the essence of a sound Rural Economics, which takes God a little into account. How different many an economic crisis would be if we figured God in! Perhaps pastors might do good service by suggesting this.

Nor is all atmospheric. There are some very matter-of-fact tales of economic-social character about landlords, stewards, laborers, wages, hours, accounts, bills, absenteeism. The difficulties, every way, of large estate management come in for searching analysis in the Parable of the Unjust Steward. All the urgency of Harvests is in the Parable of the Laborers in the Vineyard, and the essence of the whole Farm Labor problem. The ultimate outcome of a system of Absentee Landlordism comes out strikingly in the last solemn injunction of this Master of Life to beware of exploiting the “people” too far (Matt. 21).

Jesus was no mere moralist. His insight into the heart of economic and social problems is divinely searching and unique. The world never more needed just his viewpoint and no other.

But it is the human aspects of the situation that are always uppermost in his mind. The parable of the Prodigal Son is much more than a bit of petty moralizing; it shows the danger of property vitiating all family relationships. The Parable of the Rich Fool is excellent Gospel for the average Retired Farmer: “right now your investments are going to begin to give you worry” this Master tells all such.

Do not these things go to the roots of the Country Life Problem? And then beyond all this there is that masterly teaching in the conclusion of the Sermon on the Mount where he bids all to “consider the lilies”—the bounty of Nature apart from Man; to think through the life of the “fowl of the air” and “the grass of the field.” A little such philosophizing will convince that Nature and Nature's God is generous. It is only that Man is not. It is he that fails. Human institutions and arrangements spoil and despoil the fair bounty of God!

Perhaps this point of view of his goes back to the Temptation. It is not without significance that in the Wilderness he was not an-hungered, for he lived as did God's beasts of the field and there, too, angels of hope ministered unto him. It was afterwards that he was hungry in the stony city,—the City Wilderness. And tempted by devilish suggestions to do violence to others and even to himself.

Had he these experiences in mind when he went to “walk by the sea” and spoke first to fishermen? And often too,

when he could no longer work with men he went "out by the sea" and "across the lake" and "unto the hills" and once "into an exceeding high mountain" to carry on for the Kingdom.

His sublimest teaching was given on the Mount. On the hillside he fed the thousands, showing them that even in the wilderness men who are trying ever so little to enter into the kingdom of God, may readily—if they will—eat and be filled. The confidences that transfigured him to his closest friends were given on a mountain-hike.

His career, in a way, begins and ends with Nature: from the wilderness beyond Jordan to the Mount of Olives. And yet his Gospel is for Man and of his possibilities.

But Man makes of a bounteous Earth a place where city-wildernesses exist and many are "an-hungered" and "beg-gared"... "palsied"... "leprous"... "impotent;" and where many "false shepherds" fail the people.

So he "must" at the end go up to Jerusalem, for from the metropolis come many things, which make his success in the villages and the provincial centres ineffectual. He

wept over Jerusalem and its scurrying people,—like chickens seeking food and shelter they seemed to him.

In the villages he had both success as in that inimitable bit of village revelry—the Wedding at Cana—and that failure so suggestive for a change of his methods—the Rejection at Nazareth,—so typical of the village.

Then, at the last, into the Garden of Gethsemane:

"Into the woods my Master went
Clean forespent, forespent..."

Nature was kind but Man pitiless. The Mount of Olives was over against Jerusalem.

There seems a deep underlying philosophy behind these many utterances and incidents. The Gospels seem to embody a viewpoint of the world and life that might be called the Country Life point of view.

Is this the Gospel for Country Life? God's Earth cannot be God's Earth until God's children *are* God's children.

Is it not Good News that he told us that this Kingdom of Heaven is within our power?

GRADING THE SMALL SUNDAY SCHOOL

J. M. Somerndike

MANY of the leaders in rural Sunday schools with a membership of one hundred or less are reluctant to undertake the grading of their schools in conformity with the organization of larger schools, because they feel it to be impracticable without a modern Sunday school building with separate class rooms and other advantages which the local situation cannot provide.

The best proof of the practicability of the graded school in rural districts is the fact that it has been introduced and is being successfully conducted in hundreds of places where the conditions seemed to be most unfavorable. In every case it has been accomplished through the leadership of someone who believed that it could be done, and who had the courage to push it.

If we are ready to give the matter serious consideration and if we really desire to bring our rural Sunday schools up to the highest standard that it is possible for them to attain, we will find a way to adapt the newer and better plans to our situation, however unpromising it may appear to be. Too often we are content with inefficient work because we do not have sufficient confidence in our ability to overcome disadvantages.

The first step in grading the Sunday school is to enlist the sympathetic co-operation of the officers and teachers. After studying the plan of grading, call a meeting of the officers and teachers to discuss it. The pastor or superintendent, or both, should be prepared to explain what changes are involved and show the course of lessons provided for each grade. It is particularly important that both the pastor and superintendent should be convinced of the advantages to be gained by grading the school. Literature explaining these matters in detail can be obtained free of charge from the various denominational Sunday school Boards.

Let us assume for example a school of fifty pupils and six teachers, which now has but two departments, a primary department and the "main school." A practical plan for grading such a school would place all the children five years old and under in Class 1, which would really be the Beginners' Department. The children six, seven and eight years of age would be placed in Class 2, or the Primary Department. The junior children nine, ten and eleven years of age would be grouped into Class 3; those who are twelve, thirteen and fourteen into Class 4, the Intermediate group; and those fifteen, sixteen and seventeen into Class 5. The young people over seventeen should be grouped into Class 6, and the adults into Class 7. This plan provides one class for each grade and in this class both boys and girls may be taught together. If necessary each group may be divided into Class A and Class B. If, for example, the number of boys and girls of the junior age exceeds ten, they should be divided into two classes, one for boys known as Class 3A, and the other for

girls to be known as Class 3B. The same plan could be followed with other groups, under similar conditions.

It should be carefully explained also that the plan of the graded school provides for the promotion of pupils only. For example, the teacher of Class 2 promotes some of the pupils each year and receives some new recruits who are promoted from Class 1 to take their places. This enables the teacher to become expert in the adaptation of Bible instruction to children of a certain age, and avoids the difficulty which is so often confronted in our Sunday schools of pupils outgrowing their teacher and losing interest in the school. Under this plan the children have the same teacher for three years and then upon promotion to the next higher class are placed under a different teacher. The advantages of this arrangement are so obvious and the efficiency gained has been so frequently demonstrated that it requires no extended argument.

In order to put the plan into operation it will be necessary to ascertain the age of every member of the school in order to properly group them into graded classes. This may develop some difficulties because of mutual affections that have been developed between teachers and pupils in certain classes. But these difficulties are not insurmountable, and by tactful adjustment they can be satisfactorily met.

The best time to reorganize the school upon a graded basis is the fall. The graded lessons are arranged in three-year cycles beginning October 1, although a school may begin the use of these lessons at any time without encountering any difficulties.

Annual promotions should be made, the pupils taking their places in their new classes on the first Sunday of October in each year. Special memory work should be a requirement for a promotion certificate. Pupils not qualifying for the certificate may be promoted upon age without the recognition which others receive.

In the service of worship, or "opening exercises," as this period of the Sunday school hour is often called, the pupils in Class 1 and Class 2 should be separated from the other classes by a curtain drawn across the room, in order that the teachers may give them the hymns and prayers adapted to their capabilities. If a separate room can be provided a greater advantage will be gained. Similarly, Classes 3 and 4 should have their own services of worship if possible. The Superintendent's review of the lesson is eliminated because the classes are studying different lessons.

If you believe in the advantages of the graded school, a way will be found to adapt it to your situation and it will be a success. The children should have the best in their Christian education; and we should always keep in mind the fact that the school exists for the sake of the children, which places us under obligations to organize the school upon a basis which will give them the best advantages obtainable.

RURAL LIFE MORE ABUNDANT

IX. KEEPING UP THE COUNTRY SUNDAY SCHOOL

Wm. A. McKeever, Ph.M., LL.D.

THE country Sunday school is potentially the greatest binding force among the people of any rural community. It has an advantage over athletics, economic clubs, literary and social societies and the like, partly because of its tendency to foster a spirit of service and good will. All things considered, it is possibly the most desirable form of community center as such; for, in connection with its religious formalities there may be fostered practically every sort of worthy community project.

BUSINESS AND SENTIMENT

AS a strictly business enterprise the rural Sunday school will more than pay for its organization and maintenance. Land will sell for more, crops will bring better prices, and increasing numbers of rural dwellers will be attracted to any given rural community that conducts a permanent, well-managed Sunday school.

There are very strong sentimental reasons for the maintenance of the country Sunday school. Ask 1,000 men and women who reside in the city to-day and who have long since left the country place of their birth—ask them what spiritual force binds them closest in memory to childhood days, and the majority of them are likely to testify feelingly to their associations with that Bible study group which met at the country schoolhouse every Sunday afternoon. The singing, the prayers and the familiar Scripture verses, the social mingling, the faces and voices of those long since gone to their reward—all these constitute a priceless poetic philosophy hidden deep within the minds of former country boys and girls.

A COMMON TRAINING SCHOOL

CRUDE and informal though it may be, the ordinary country schoolhouse Sunday school constitutes a continuous spiritual training class for many who without it would become sordid and materialistic. The procedures of this weekly affair are the nurture for the secret daily reflections of the busy masses. By it some of them are led to attempt to give instruction and are thus compelled to make preparation to meet the appointment. Incidentally they stumble upon the habits and practices of the teacher. The incident of being persuaded to teach a class in a country Sunday school has proved an awakener to many a way-faring man or woman. The challenge always means a renewal of effort to study, to understand the Scriptures, to interpret one's own life and to contribute something to others.

The so-called blundering methods of the country Sunday school in some respects prove to be its finest virtue. Here nobody pretends to be an expert or especially a leader. Everyone is merely expected to proceed humbly and crudely to the performance of some minor part. Everyone is supposed to be a sort of free lance in the discussions. Beginning with the Bible text one may readily lead the conversation into any practical affair of the home community or of life at large. The Bible passage is all the while accepted as a sort of arbiter of the discussions.

The country Sunday school gains its distinction, therefore, as informal training for all of its members. It has inspired its writers, its orators, its singers, its missionaries, and its other religious workers of high and low degree. It is not so much what this particular school teaches the individual that is praiseworthy; it is rather what it awakens

within him, inspires him to undertake and finally leads him to accomplish. In short, it is a good stimulant toward the final goal of a worthy accomplishment.

The country Sunday school is a splendid conservator of the Word of God. While perhaps few of its members systematically study the Scriptures, practically all of them do a certain amount of Bible reading and they hear portions of the Word read so often that these general ideas find permanent lodgment within their memories. The country Sunday school thus contributes much to the secret spiritual reflections of the people dwelling upon the farm.

PRACTICAL METHODS

IN the organization of the country Sunday school the missionary worker must be satisfied with crude and informal arrangements. He will understand that merely to bring the people out regularly to the place for Bible study is a valuable achievement. Even though few regularly prepare their lessons, even though the voices of the singers are untrained and the command of English of the teachers and other leaders is imperfect, still the power of the Spirit may prevail among them so long as they proceed regularly to obtain some truths from the study of the Sacred Word.

At least during the early and trying period of the Sunday school the organizer must be satisfied with whatever material there is available for the official positions and for the places as class teachers. He cannot afford to draw a line of church membership, much less to think of any sectarianism. He will be fortunate in finding for these positions enough of those who are merely Christians at heart and who desire to contribute a part to the service. Also, the records show clearly that many who thus come into the service of the Sunday school uninformed and uninspired are finally led to seek divine grace and to have their names placed on the rolls of the church. Let us continue to regard the country Sunday school as an institution for awakening the slumbering interests of individuals and for leading them on finally to the point of giving their souls to Christ.

A SERVANT OF THE CHURCH

THE rural Sunday school may be considered as a valuable church missionary. The records show that after the Sunday school has been successfully maintained for a year or more its members are almost certain to attempt the institution of some kind of preaching and formal church worship. It prepares men and women for active membership within the church and tends to make them individual missionaries. If the rural worker has in mind the establishment of both the church organization and the Sunday school it will be found both logical and practicable to establish the latter first, as it will most probably finally develop its own sustaining church organization. But the converse procedure is not uniformly successful.

Possibly the one most valuable rule for the keeping up of the country Sunday school is that of being satisfied with the general crudeness and unpreparedness of all of its members and even of its appointed leaders. Possibly the second best idea is that of making this institution the heart of an all-round community center. Unquestionably it must have a close relation to the play, recreation, amusement and sociability of the growing generation. And it may reasonably attach itself to the civic and economic problems of the country district without doing any harm to its central religious ideals.

FROM OUR STUDY WINDOW



THE WAY OF PROGRESS

THE question of how progress happens has engaged the curiosity of many a philosopher. We were so yesterday and are *thus* today. What makes the difference? Not our customs and our habits only but our ideas and our ideals as well have altered, for better or for worse. Why? It is a nice question to speculate on, if one has the time and the inclination. Perhaps if we considered it more our progress would not be so haphazard.

All social progress is tentative, experimental, opportunist. That is just as well. Only the dogmatist would have it otherwise. We are always experimenting. Some of our experiments are purposeful and some are just idle tinkering. Some are fruitful and some are worse than folly. But experiment we must if we would move forward.

Mr. Lindeman has in his book "The Community," an excellent chapter on "Christian Leadership," in which he describes four "prevalent types of mind as related to creative ideas":

"The *reactionary* thinks in terms of the past. He does not believe in progress.

"The *conservative* thinks in terms of the present. He believes in progress provided it comes slowly enough to be imperceptible to him.

"The *liberal* thinks in terms of the future. He believes in tentative progress.

"The *radical* thinks in terms of a future fashioned according to his will. He believes in absolute progress."

Without concerning ourselves with labels, we need to believe that the future holds something better than the present or the past toward which we should be moving. Because of the limitations of our knowledge our approaches to that better future must needs be tentative. Our need is the greater, then, for wise leadership. Someone must dream the dream and see the vision. Someone must think the past into the future, must think ahead of the now and the here to the then and the there.

STAGES IN PROGRESS

THERE are four necessary stages in any attempt at social progress. *First* is the formulation of our ultimate objectives. This is the statesmanship of our campaign. On what sort of a venture are we launched? What to achieve? Why attempt to make over our world unless we can envisage the world that should be? Why attempt

the task of leadership if we do not see clearly the point to which we would have those we lead at last arrive? *Second* is the formulation of our immediate, tangible objectives. This is the strategy of our campaign. The lesser leader begins with this and is lucky to comprehend so much. On the way to our goal what are the next steps? "Where do we go from here?" is a common but a necessary question. *Third* is instruction, discipline. This is the tactics of our campaign. Technique is ever important. It has no life apart from the ideals that guide it, but it cannot be ignored. Neither can it be safely over-emphasized. There are churches, for example, and schools which make much of their technical efficiency. That is, they go through their motions exceedingly well. They are efficient (odious word). But they arrive nowhere. They are started for nowhere. *Fourth* is inspiration. This is the morale of our campaign. It is the creation of the will to apply, to be, to do, to go. There are those who can create emotion, but lack the intelligence to direct it. They are hardly less futile than those others who having intelligence yet never have fire enough in themselves to kindle a response in others.

WHAT it comes to is this. The church that would make itself a power for the Kingdom must first have faith. It must believe in progress. It must believe in its community. It must believe in God's purpose for the world. It must be willing to venture on that. But what is the meaning of that purpose in this situation? Our community—what should we try to make of that for him? What sort of a community would he have us, as his instruments, create? Well then, if we glimpse the answer to that, though from afar, how should we begin our task? What steps will bring that purpose nearer its accomplishment? That question is concrete enough surely. From its answer we get our program. When we have our program before us, fragmentary probably and subject to revision, we can begin to enlist, to drill, to discipline our forces. We fit our workers into their places and instruct them in their tasks. Then we have something worth while on which to exercise our persuasive arts. How much true religious passion have we aroused only to let it die down again because those possessed by it did not see clearly to what ends they should apply it! Emotion so aroused and wasted may well leave weakness and sterility as its legacy. But let it be used to good ends and it is an experience that both purifies and strengthens.

The church (or the man) that can dream and see visions, that can plan, that can instruct and that can inspire—that is the church that brings the Kingdom nearer.

OUR BOOK SHELF

MORE ON THE COMMUNITY

THE Century Company (New York, 1922) publishes the latest addition to the growing list of books on the rural community—"Organizing the Community" (A Review of Practical Principles) by Miss B. A. McClenahan. This is a book that admirably supplements those already available and makes a real addition to the rural worker's library. With Hart, Lindeman and Burr, we now have the more important phases of this fascinating subject fairly well charted. Miss McClenahan confines herself largely to questions of the technique of organization, with separate consideration for the small town, the open country and the county unit aspect. Two rather full chapters on the survey seem to us the weakest part of the book, though by no means devoid of merit. Throughout the point of view is for the most part that of the "social worker" in the limited use of the phrase. That is, questions of relief, delinquency, rehabilitation and the like are the ones most in view. The practical merit of the book is its careful analysis of tested methods of organization and operation.

THE MOVIE AS AN EDUCATOR

Bollman, Gladys and Henry,—"Motion Pictures for Community Needs," a Practical Manual for Information and Suggestion for Educational, Religious and Social Work. Henry Holt and Company (New York, 1922)

THE title and subtitle adequately portray the scope of this work. The argument as to whether the moving picture has a place in educational and religious work is pretty well over.

There are 10,000 instances to show that it has. Just what place or with just what effectiveness—that is not so clear. Certainly everyone who has begun to experiment in this field has realized that the non-theatrical exhibitor who would utilize this new force for sound educational purposes has many problems to solve and difficulties to overcome. It is recognition of this fact that has produced this book.

The treatment is divided into four parts. Part I, *Past and Present*, is largely historical and descriptive. Included here are lists of distributing exchanges, catalogues of films, publications and bibliography with a compact discussion of Government motion pictures. Part II is entitled "The Exhibitor's Problems." Here are discussed the many practical questions which every exhibitor faces—financing, equipment, selection of films and how to get them, methods of presentation and possible fields of utility. Part III presents *One Hundred Suggested Programs*, arranged from the point of view of various occasions, institutions and interests. Part IV deals with various mechanical and legal questions involved.

Throughout, the purpose of the book is practical and the method is suited to the purpose. It is not arranged for easy reading but for easy reference and for study. From our non-technical point of view it seems an excellent book, well worth the attention of those to whom it is particularly addressed.

THE RURAL PAGEANT

The Historical Pageant in the Rural Community.—Cornell Extension Bulletin 54 by Abigail Fithian Halsey, published June, 1922.

THIS bulletin plans to answer questions and suggest material for the use of the rural writer and director of pageants. According to the author, "the word 'pageant' is coming to mean the expression of the life of the community portrayed by members of that community."

The selection of the place of the pageant, the making of the pageant book, the organization of committees, the creation of an historical atmosphere are dealt with in the abstract. Fully as valuable, however, is the outline of a pageant given on the occasion of the 275th anniversary of the founding of Southampton, Long Island. Episode I of this production is given in detail. Other pageants are drawn upon to prove that there is valuable historical material in almost any community and to illustrate the way a choice may be made among bits of history that vary in dramatic

value. The author finally comes to the rescue of the rural community that may be barren of history with an "Outline of an allegorical pageant founded upon the Greek myth of Ceres and Prosperine." A few good books about pageantry and a group of listed pageants complete the suggestions in this valuable pamphlet.

Here follows an excerpt that illustrates the direct treatment of the subject.

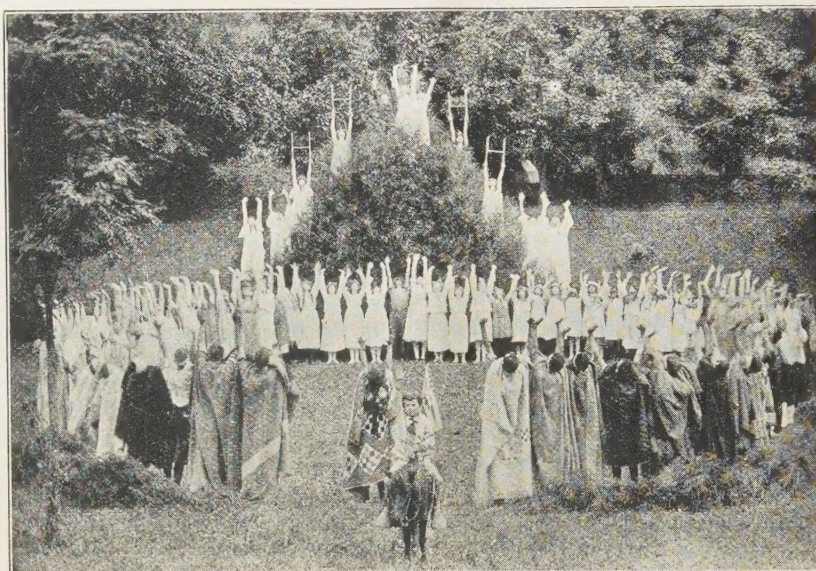
It is enough to make one seize a pen and begin to plan a pageant, just to study the following:—

THE MAKING OF THE PAGEANT BOOK

IN every community there is someone who knows local history better than the others, another who can write better papers, and another who will be patient enough to ask questions and search old records. These, under the leadership of the director (the one who has charge of putting on the pageant), should meet and make the pageant book. This is good work for winter evenings and will be found a very delightful occupation. Keep in mind always Mr. Atkinson's words, that the pageant is "an attempt to portray, in dramatic form, the outstanding facts" of local history. Let each event represented, therefore, be a picture in itself. In writing each episode, see it as a picture and bear in mind that it needs two things—color and action. Try to reach a climax in the last event and to suggest to the onlooker the ideals and aspirations of the people who made the past.

The simplest arrangement, and the one generally used, is a framework of historical episodes, or pictures, broken by interludes.

The episode is the dramatic representation of the historical fact. It may be the representation of a treaty between the white settlers and the Indians or a short scene depicting some striking incident in the Revolutionary War. It is, in fact, a short play.



A pageant given by club members in West Virginia (see next page).
The four H's held up represent Head, Hand, Heart and Health

The interlude is a link between the episodes and is usually of an allegorical or symbolic nature. It may be a song or a dance which in some way suggests or introduces the historical period to follow. In the historical pageant, allegory and symbolism should be kept subordinate to history; and this is most easily done by the use of the interlude, which bridges the time that has elapsed between the episodes.

The prelude is an introduction. It may be in the form of a spoken prologue, or it may be a dance symbolizing the forces of nature.

The finale is the conclusion, and should in some way suggest the meaning of the pageant to the audience. It may be simply the reassembling of pageant characters for a song.

It will be seen at a glance that there is, in every community, a wealth of material which will fit into each of these periods. While it is an easy task to select past events that make interesting pageant material and costumes that quaintly clothe the pageant characters, the task of making present-day facts into a story is a much harder one. Yet the pageant must not lose in interest at its close, and we want the audience to leave feeling that, after all, the last was the best. One way to accomplish this desirable result is to choose a symbolic episode for the last. This will arouse new interest in the onlookers and will afford an opportunity to show them the spiritual values of their past and suggest to them the hope of making the future worthy of the vision of their fathers.

WEST VIRGINIA AND HER COUNTRY BOYS AND GIRLS

Ross B. Johnston

WEST VIRGINIA is doing pioneer work in her 4-H clubs for country boys and girls and the attention of the whole United States has been centered upon this phase of Mountain State activity. She has already made definite progress in developing citizenship and leadership among the 12,000 boys and girls now enrolled in her clubs, so that the success of her efforts is no longer in doubt. Already this year a dozen states have had representatives in the State studying out the system with the idea of using it back home in their agricultural clubs.

This year nearly a thousand West Virginia farm boys and girls have been trained at Camp Stonewall Jackson, the new State 4-H club camp at Jackson's Mill, Lewis County. This camp is the first of its kind in the United States, or in the whole world for that matter. It is a big out-of-doors proposition, maintained by the State and planned so as to work with the boys and girls from the farms in familiar rural surroundings. It is the cap-sheaf or out-growth of club work which, during the last five years, had developed in local clubs in every county in this State and in thirty or more county camps held by the club each year. The youngsters trained at Camp Stonewall Jackson and the county camps carry home with them the ideas presented there and pass it on to their friends and fellow club members. Each year this citizen-making process will be repeated with a different group of selected boys and girls.

At Clarksburg, recently, the vice-president of the Baltimore and Ohio Railroad Company said that if West Virginia continues to teach her children the ideals of service that they are now getting in the 4-H clubs, the State need not worry about its future.

This year, seventy of the young men and women who

have grown up in club work, and who are beyond the age when they can carry club projects, feel so keenly what the club life has done for them that they have volunteered their time this summer in reaching other boys and girls by helping in the various county camps.

West Virginia has given three other state leaders of club work who have developed through the West Virginia plan. These are Guy Dowdy, of Ohio, Charles Potter, of Montana, and Carl W. Buckler, of Kentucky.

The 4-H club is the only organization that requires a boy or girl to do a part of the world's work in order to be a member. Each club youngster must carry on a definite project,

such as raising a pig, calf or sheep, canning or sewing, or growing potatoes or corn. Thus it is an important commercial project. For example, in 1921, the boy and girl club members produced by their own hands more than \$250,000 worth of produce as a contribution to the wealth of the State.

The 4-H club supplements the school in a number of ways:

(a) It gives a vision of life's possibilities.

(b) The club member learns to do by doing under directions.

(c) The club is run as a democracy.

(d) It is by their own choice that a boy or girl enters the work.

(e) It teaches in the natural environment.

(f) It puts a premium on the boy and girl who works.

Miss Emily Hoag, of the United States Department of Agriculture, says: "I consider your 4-H club plan the finest thing that has ever been done for country boys and girls. You have reached the boys and the girls at just the right time and have succeeded in making them once and forever county, State and national citizens."



Club Members Who Attended Prize Winners' Course at Morgantown Last Year Say They Had the Time of Their Lives. Here is a Bunch of Them Attending a Tractor Demonstration Given on the State Farm.

THE WILD ROSE BAND

Rev. H. E. Mansfield

Waushara County Community of Baptist Churches, Wild Rose, Wis.

WHEN a delegation from the Wild Rose Village Band waited on the Baptist preacher, he was fairly stumped. What they wanted was a leader. They needed one badly. In fact unless they secured one forthwith the struggling organization of a dozen nondescript pieces was doomed to throw up the sponge.

The preacher was not a band-leader. He was not even a bandsman. He was a fair pianist and could lead congregational singing, but he played no band instrument and his ideas about them were rather hazy except that he knew most of them to be transposing instruments which did not sound where their music read.

But a band that really wanted to play was too much of community asset to be allowed to go to pieces for the want of a little thing like a competent leader, so with a sublime faith born of physical ignorance he undertook the job. He could at least beat time. And strange to say that was enough for the moment. By beating time he released the solo cornet player to devote his whole attention to playing his stuff, and the aggregation steadied immediately. They began to play simple music with passable effect.

But then his work was cut out for him. He had to learn the elements of technic for all band instruments and their places in the ensemble, so as to become the teacher of recruits. He did it without sounding a note upon one of them. He did it by studying not the instruction but the construction of the various instruments. He learned what the openings in the barrels of clarinets and saxophones would do, and what the valve tubes in valve horns and the slides in trombones would do, and so worked out his own scheme of fingering based not upon arbitrary rules, as first and second fingers for certain notes, but upon the necessity of getting a certain length of tube to produce a certain result.

It worked. His knowledge of technic is absolutely scientific and yet he doesn't know how to make a noise on more than one or two of the instruments and on them merely by accident. He hasn't time for that but he knows the value and the scheme and the place of every instrument in the band and can hand any man his fingering for an unusual note instantly. By the time he had gotten to know his way about through the technic, the mysteries of transposition and instrumentation, his recruits were ready. Some high school boys had become interested.

The instruments we had to work with were hand-me-downs from previous bands along with two or three personally owned and fairly good horns. Some were high pitch and some were low. When they were tuned together their scales were off. But they served and when summer came the band turned out on the street for weekly concerts. Pretty weird results, but the folks were kind and gave us encouragement. The Village Board built us a bandstand. We traded in some of the old instruments for better ones, and began talking about uniforms.

Then came winter and the period of real progress. We adopted the policy of building up our band with boys and girls of the village and country. We encouraged the purchase of good instruments and used the credit of the band to help finance their purchase where necessary. We traded in the rest of our old stuff to help recruits buy instruments of the quality desired. We put our beginners through a stiff intensive course of study before admitting them to rehearsal. Then they had to make the grade before they could be given their regular chairs. We gained rapidly in confidence and



Boys' and Girls' Band of Wild Rose Community, Wis.

musicianship. Towards the end of the winter we hit on the idea of putting over a minstrel entertainment to start our uniform fund. It went over with a bang. We were invited to present it in a neighboring town. Another hit. Eventually we gave that show seven times including two return engagements, and netted over \$700. When spring opened we had a real band.

We now muster thirty pieces in our regular band with a half dozen recruits in

training. We have a fine repertoire of over fifty selections including standard and classic overtures, typical band selections and a peppy list of popular numbers and novelties. Our equipment including uniforms and instruments has a value of \$5,000 and our weekly concerts bring throngs from all the country round. The band is entirely self-supporting. We have never passed a subscription paper, and aside from our stand have never received a dollar we haven't earned. We pay our own rent, light bills, etc. We play at affairs of community value, farmers' and breeders' gatherings, etc., at a merely nominal fee, just to cover expenses. Memorial Day had not been observed here for years until the band took it up a year ago. This year under band auspices it was a great day.

Our personnel is about evenly divided between town and country boys. Discipline is strict. Rehearsals are full of fun and fellowship but they are strenuous affairs and nothing trifling or slipshod is tolerated.

Our reputation is rapidly extending over the whole state. We are getting to where we can choose our contracts at our own price within reason. Traveling men and summer visitors tell us we have the best small town band in the state and we admit it freely. Another year we'll leave off the qualifying "small town" and make it unanimous for a forty piece band.

The pastor-director has consistently kept the band free of any taint of exploitation in the interest of his other enterprises. He gives his services without compensation as a good citizen should, and resolutely refuses to capitalize the organization for any other purpose than community service.

Today the organization is the pride of the whole community. We could get almost anything we ask for but we prefer not to ask. The band is bubbling over with community spirit and *esprit de corps* and may be expected to make increasingly valuable contributions to the life of this whole countryside since it is the only organization in town with the personnel and the ideals to do it.

We are in a poor community, a backward community. Our farmers are on sand with the typical crops of rye and potatoes as staples. It is discouraging work compared with the possibilities of the better types of soil. But we have developed at least one bright, beautiful thing which makes every farm home within reach a little more tolerable and gives every farm boy or girl at least one emotional and spiritual outlet. We have Our Band.

RENEWAL

THE COUNTRY CHURCH unconquered by time is not unlike the old man's ax.

"How old is that ax of yours?" said a neighbor one day. "Ninety years, the same as I am," was the answer.

"Remarkable. But it seems just as good as a new one."

"Well," said the old man, fondly, "I've had three new blades and five new handles, but except for that she's just the same, just the same."

(Continued from page 3)

other local pools to be marketed by the central agency; (5) pool one-third of his grain in a national pool to be marketed by the national agency in the United States or abroad. The grower pays a ten dollar membership fee, when the contract is signed, then the expenses of handling the grain. One per cent of the total receipts may also be deducted by the national selling agency for the buying of equipment and retiring obligations. Eventually, the Growers' Association desires to own all the equipment necessary for marketing grain. Only farmers can secure membership in the parent organization.

Briefly, this plan is to prevent speculation, to stabilize prices, not to fix them, to study marketing conditions, to ship regularly over the entire year rather than during three months as has formerly been the case. A big advantage will lie in the fact that the selling agency will eliminate another middleman, and will sell grain to the miller and exporter. While the Grain Growers' Association hopes to control a large amount of the grain marketed in the country, it is not seeking a monopoly. It realizes it cannot fix prices, particularly because of the competition with foreign grain, including that of Canada, where the wheat growers are co-operatively organized. It can accomplish no miracles, and in the immediate future may not greatly remedy conditions. But after a while it may lower the prices in the retail market and at the same time by becoming an economical middleman it expects to secure a larger return to the wheat grower. On the whole it is the most ambitious co-operative venture that the farmers in this or any other county have ever launched.

In January, 1922, 1,000,000,000 bushels of grain were under contract, but by September little progress had been made in marketing grain for the farmer. The original officers and directors resigned, after having incurred an indebtedness of \$285,267. The largest creditors of U. S. Grain Growers are several midwestern state farm bureaus and these are naturally represented on the committee of reorganization. If this committee on reorganization can satisfy the creditors and can set up a sales organization to market some 1922 grain, then success may still come. The result, however, is doubtful and the grain men may have to begin over again.

Another large federation of wheat growers looms up in the West. Plans are projected to form by federation of various large organizations the American Wheat Growers' Association. In the spring of 1921, these bodies are said to have 75,000,000 bushels of wheat under contract on the compulsory pooling plan. (This was not adopted by the United States Grain Growers.) The organizations to be merged into this new federation had a total of 35,000 members in two large co-operatives: (1) the Northwest Wheat Growers' Association, with its organizations in Washington, Oregon, Idaho and Montana (previously described) and (2) the National Wheat Growers' Association, made up of branches in Oklahoma, Kansas and North Dakota, with organizations in process in Colorado, Nebraska and Texas. This new organization, by membership campaigns, hopes to have 50,000 members by the 1922 harvest, and to market about 12% of the country's wheat crop.

LIVESTOCK SHIPPING

WITH the development of three or four thousand local livestock shipping associations have come farmers' commission firms in various midwestern cities. The packing plant itself is the goal of the co-operating livestock shipper. The local associations save costs in the marketing process by eliminating the local buyer. But when the farmers take the important second step and themselves operate a city commission firm, they are able to take their stock to the door of the packing plant with their own agencies. In early 1921 there were seven city firms in operation. The

Equity Co-operative Exchange had houses in Chicago and South St. Paul. The Farmers' Union of Kansas operated firms in Kansas City, the Union in Colorado had a house in Denver, and the Union in Nebraska had organizations at South Omaha, St. Joseph, and Sioux City. The number of farmer-owned livestock commission houses will undoubtedly be increased in 1922.

The Farmers' Union Livestock Commission of Nebraska, which is a part of the state farmers' union, began business in 1917 without selling stock and with \$2,000 of borrowed money. It has become an outstanding success. Through its three branches at the Omaha, St. Joseph and Sioux City markets it sold in 1920 nearly seven hundred thousand head of livestock and returned to its patrons savings of \$100,000. One local shipping association received in 1919 a check for \$1,224 as its patronage dividend.

The Committee of Fifteen appointed by the American Farm Bureau Federation to study the marketing of livestock, worked ten months and formulated a plan which is going into effect in 1922. More city commission firms are to be established, probably in St. Louis, Chicago, Cincinnati, Detroit, Buffalo, Pittsburgh and other points. At each city a co-operative is formed by selling memberships at \$10 each to individual livestock shippers and \$50 each to local associations. Patronage dividends will be returned.

The Committee also outlined its greater task, which is to be taken up after the commission firms have been made a success. This task is to co-ordinate the efforts of all the associations, to secure orderly marketing. This would mean close co-operation, which would, among other things, enable the individual farmer or the local shipping association to use the facilities of more than one commission firm when possible.

COTTON AND TOBACCO ASSOCIATIONS

IT was long thought that the cotton growers could not be organized, but recent news from parts of the South tells a different story. Out of 114 local co-operative cotton gins formed since 1910 in Oklahoma, only fourteen are left in 1921. Great opposition and lack of knowledge put them out of business. Still, though co-operation had such a "black eye," word came in the fall of 1921 that the Oklahoma Cotton Growers' Association had signed up its 400,000th bale. When formed it had the endorsement of the Oklahoma Bankers' Association, the Governor, the State Board of Agriculture and the agricultural college. It has no capital stock, its capital being the cotton signed up from the growers on a seven-year compulsory contract, though it charges a ten dollar admission fee. It will be a sales agency on the non-profit basis. A large warehouse corporation is necessary, control of which is to be vested in the co-operative cotton growers' association through common stock. The preferred stock is sold to build equipment, and the plan of the association is to retire a small amount of the preferred stock of the warehousing company each year, so that eventually the cotton growers themselves will have full control. The real impetus for such an organization came when a few leading growers in the state attended a meeting at Montgomery, Alabama, in May 1920. One of the speakers told of success in co-operative commodity marketing in California. The Oklahoma men went home thinking hard about their own big problems in marketing one of the least perishable products in the country. They began to believe that what real co-operation had done in California in handling perishable products it could do in Oklahoma for cotton. In June, 1920, a meeting was held attended by representatives from thirty-two of the fifty-three cotton producing counties. They drew up their contract and began to employ field organizers. The \$10 membership fee paid the expenses of organization and left a small surplus. The county agents aided in forming

organization committees in every county, paving the way for the work of the field men. One county, McClain, signed up for 98% of its crop. Thirteen other counties signed up for more than 60% of their product. Some towns boast that the street buyer of cotton has been altogether driven out. Local associations have been formed by school districts.

The Oklahoma Association has been successful in securing a loan from the War Finance Corporation to aid in selling cotton for export. The Texas growers are organized on the "Oklahoma plan" and were handling, in 1921, 200,000 bales. They too have secured an export loan from the War Finance Corporation, as has the Staple Cotton Co-operative Association of Mississippi, to finance the exporting of 100,000 bales of long staple cotton. The Arizona Co-operative Cotton Growers' Association also received the same kind of a loan in August, 1921. About half the market value of cotton is advanced to the co-operatives, that they may hold the cotton in warehouses and proceed to organize for sales. The money is advanced for a maximum period of one year. Organizations are also being started in New Mexico, North Carolina, Arkansas and California. They are already banded in the American Cotton Growers' Exchange with 80,000 growers as members. The state organizations handled 10% of the country's 1921 cotton crop.

During 1921-22 there has been great activity along the tobacco growers. More than 55,000 growers of "Burley" tobacco in Kentucky have signed contracts to deliver their crop for five years to the Burley Tobacco Growers' Co-operative Association at Lexington. In Virginia and the Carolinas, 68,000 growers of "Bright" tobacco have signed similar contracts as members of the Tristate Tobacco Growers' Co-operative Association. More than 85% of the "Burley" crop and 70% of the "Bright" products may be co-operatively stored, graded and sold in 1922. The Kentucky organization was financed (1) with what was saved from the \$5 membership fee after the preliminary organization and the membership campaign costs, (2) a substantial loan of \$5,400,000 from banks in the section, and (3) a \$10,000,000 advance against warehouse receipts from the War Finance Corporation. These loans enabled the association to pay to each grower half the value of the tobacco when he delivered it to the co-operative's warehouse. Through lease or purchase, the organization has the use of warehouses worth \$6,000,000. Tobacco is carefully graded, packed and sold by the association for the grower. The area organized has been divided into a number of districts. Several large sales in the early days of the organization have given added impetus to an unusually enthusiastic organization.

DAIRYMEN'S ASSOCIATIONS

ALSO outstanding among the achievements in co-operation are those of the dairymen in various sections.

In 1912 a group of Sheboygan County, Wisconsin, farmers engaged in producing American cheese, became disgusted with the deliberations of the Plymouth Cheese Board in fixing prices. The charge was that there was no fair competition in the method. From the summer of 1912 to that of 1913 efforts were made to remedy conditions. Forty-five local co-operative cheese factories were formed under the co-operative law of the state and they banded themselves together in the Wisconsin Cheese Producers' Federation. This was their selling agency. Its capital stock was only \$2,000.00. Shares sold for \$10 each and the local association operating the factory was allowed to hold not more than three. The warehouse and storage company, while controlled largely by the men in the federation, was a separate organization. The Federation, the farmers' middlemen, put salesmen on the road, and has from the beginning been successful,

though it has had terrific competition and a very strenuous life. Only the sacrifices of the managers have kept the enterprise alive through the worst periods. Cheese is now shipped to thirty-seven states; various brands have been standardized; and the total volume of cheese handled increased from 6,125,480 pounds in 1914 to 14,088,021 pounds in 1919. The value of cheese received from and sold for the local factories increased from \$855,328.64 in 1914 to \$4,243,938.56 in 1919. The number of local factories doing business through the federation increased from forty-five in 1914 to 129 in 1919. Three thousand farmers are engaged in this enterprise. The selling costs have been extremely low and have constantly diminished as the volume of business increased. Though the Wisconsin farmer pays his local cheese maker four cents out of every dollar received and pays 8.3 cents out of every dollar received for cheese for all the local expenses of the cheese factory, the Wisconsin Cheese Producers' Federation has taken only 1.4 cents out of every dollar received for all selling expenses and only two-fifths of one-tenth cent out of every dollar has gone for the salaries of managers. This low selling cost compares very favorably with the remarkable record of the California Fruit Growers' Exchange. The Federation does not buy the cheese from the local factories, nor does it pay dividends. It sells cheese for them and monthly sends each local factory the proceeds of sales, less the Federation's cost. Thus it is able to run on such small capital. The advantages for the farmer have been in reduced selling costs and in eliminating one or two middlemen. In 1921 a federation of cheese factories engaged in making Swiss and Limburger varieties was formed in Wisconsin along similar lines to the Federation selling American brands at Plymouth. In Minnesota, in 1920, thirty co-operative cheese factories organized the Minnesota Cheese Producers' Association, with a capital stock of \$25,000. In 1922 the number of factories as members had grown to three hundred and ten. The first duties of this federation are to grade, pack and standardize products. This accomplished among the factories, the central agency will become a selling organization.

IN the field of marketing whole milk there is a growing list of federations of local co-operatives, or large organizations without locals, centering around large cities such as Boston, New York, Philadelphia, Pittsburgh, Chicago, Des Moines, Milwaukee, Detroit, Portland, Oregon, and the twin cities of Minneapolis and St. Paul. Some of the organizations also supply milk to smaller cities in their regions. The work of all of these is vividly described in the Source Book of Co-operative Marketing of Dairy Products containing the report of the National Dairy Marketing Conference held in Chicago May 3 and 4, 1921, at the call of the Co-operative Marketing Department of the American Farm Bureau Federation. This report gives the plans of a number of co-operatives, mostly those handling whole milk, from the addresses of officials of the organizations.

For instance, the New York Dairymen's League, Inc., reached a total of 93,000 members, with at least 70,000 producing milk, at the end of 1920. It was organized in 1907, incorporated in 1909, but did not operate on a large scale until 1916. Since 1909 about 23,000 farmers who no longer produced milk have kept a nominal membership in the League. There were 1,112 local organizations in six states, the big majority being in New York. Since 1916 it has been much heard of as a powerful factor in the wholesale milk market. It transports milk from as great a distance as 500 miles. Three-fourths of the milk received goes into the city for fluid consumption; the remaining one-fourth is manufactured, being sold mainly to condenseries. As the Dairy-

men's League was incorporated it was solely a bargaining agency acting for the local farmers' organizations in their dealings with the city milk distributors. It did not collect money for the farmers but received from them one cent per hundred pounds of milk sold. The locals of the New York Dairymen's League also mostly delivered their milk to plants owned by the city milk distributors at the country stations. After operating from 1916 to 1920 it became necessary, especially because of difficulties in disposing of surplus milk to condenseries, to reorganize so as to give the central agency full powers as marketing agent. It was to collect the money for sales and make as uniform as possible a return to the locals. New contracts were circulated among the producers and in 1922 the Dairymen's Co-operative Association, Inc., began to operate, with 50,000 out of the 70,000 producing members of the old League. 20,000 producers of the League have not signed the new contract. It is doing a business of \$6,000,000 a month. The Dairymen's League as such will not desert the 20,000 farmers who have not entered the new organization, but it is thought that soon the old organization will cease to operate.

Prominent among these co-operatives are also the New England Milk Producers' Association organized on the non-stock plan, with 559 local units comprising 24,000 members. The central agency as sales agent receives one-half of one per cent of the amount received for milk or other milk products. The Associated Dairymen of California has the usual non-stock, non-profit plan, with the subsidiary corporations for erecting and operating distributing plants and factories, with the binding contract and a \$10 membership fee. A simple plan is worked by the Interstate Dairymen's Association of Philadelphia, which acts as sales agent for 15,000 dairymen, receiving one cent per hundred pounds for milk sold.

OTHER federations, combinations or large organizations might be described. Some of the very recently organized are mentioned in Chapter IV. Of the 265 national, 143 interstate and 1,761 state agricultural organizations, mentioned in the 1920 list of the Department of Agriculture, approximately 300 are buying or selling associations. There is variety in the plans of the central agencies discussed in this chapter, but for most of those mentioned the methods may be thus summarized.

1. The local association of the individual has a large measure of control. Systems of local and district representation in the central agency are mostly framed to keep the producer close to control. The local group or the individual usually has the same powers in the central agency as the individual has in the local enterprise.

2. The capital stock of the central agency is made as small as practicable, and the local associations or individuals take a limited number of shares. Or, as seems to be the most popular method, no stock is sold, the farmer holds a membership, and contracted products become the capital of the organization. One-man one-vote is the rule in a majority of cases.

3. In marketing some commodities, a subsidiary or auxiliary company is formed to do the work of the parent organization. This is financed by preferred and non-voting stock. The common and voting stock is held by the parent company. This preferred stock is retired as soon as possible to give entire control to the agricultural interests.

4. Savings and Dividends are most frequently distributed to the farmers or the local associations according to the amount of business they have transacted with the central agency. Or, no savings or dividends are sought for, the central agency merely serving as a more economical middleman, receiving only its own costs. The savings come in the form of higher current income.

4. In many cases the central organization has a binding contract with the producer. Crops are frequently pooled, thus giving each producer an equal price for the same grade or quality of products.

CHAPTER IV. Achievements, Problems, The Future

(CONCLUSION)

THE theory of my recommendations," writes Mr. Bernard M. Baruch, in an open letter to the Secretary of the Kansas State Board of Agriculture, "is that, in the marketing of his products, the producer must be placed on a footing of equal opportunity with the buyer." To achieve that place of equal opportunity has been one of the goals of the farmers ever since they began to give attention to the problems of distribution. They are nearer achievement today than ever before. To form fifteen thousand local co-operative organizations and several hundred federations or large co-operatives is a remarkable accomplishment. Certainly its importance is not exceeded by any other event in American agriculture.

On the whole the farmers' efforts are to emphasize democratic control:—to give a man one vote regardless of the amount of stock he holds, or to limit the amount of stock one man may hold. This makes their organizations rather cumbersome, slow to act, in contrast to the uncanny speed of the centralized industrial corporation. But the ideal is to exalt individual preference, to put the producer in full control. The farmers have gone far in the matter of "taking the premium out of capital," though not as far as the city consumer co-operative movement. There is a noticeable tendency to form new organizations with the policy of patronage dividends, and half of the grain elevators in the state of Iowa are reported to have gone over to this plan in the past few years. Out of 1,208 local co-operative grain elevators investigated by the federal trade commission in 1919-20

67.62% distributed dividends by patronage. The latest reports of this commission—for the crop year 1919-20—state that farmers' elevators paying patronage dividends made thirty-nine per cent on invested capital. Farmers' elevators not paying patronage dividends returned profits of twenty-six per cent. The independents realized twenty-three per cent and the line elevators eighteen per cent. The policy of paying patronage dividends leads to greater returns to the growers. The report for 1919-20 shows greater profits for co-operatives than that of the previous year. The farmers have a great body of experience in non-stock organizations, and with the great forces behind them, the co-operatives are able to start with the money realized from membership fees and the capital borrowed with contracts for products as security. The non-profit-making central agencies, or federations, serving as economical middlemen, deserve heed and study. The large federations, when they have storage and warehouse facilities, have achieved much in stabilizing prices, in so far as this is possible. This is one of the big ideals of many of the organizations which are now federating and beginning to market on a large scale. The standard of grading and sorting products has been raised. Speculation in some products has been done away with by the methods of the federations. Through economical distribution and studying of marketing conditions, transportation costs have been lowered. In many sections the remarkable prosperity of the farmers is due directly to co-operation. For instance it is estimated that in 1921 among co-operating California

farmers only 2% carried crop mortgages. This is a very low figure.

The trend of the whole farmers' co-operative movement has not been to wreck or wildly eliminate the middleman. The effort is to supplant the privately owned middlemen agencies with the farmers' own. In a word, the farmers are changing agencies of marketing, while continuing to perform the fundamental services of the marketing process. In a few cases, however, as in that of the Wisconsin Cheese Producers' Federation, sometimes from two to four middlemen have been eliminated when the co-operative sells direct to the city dealers. But in the main the effort has been to take over the work of the country handler or dealer in the selling process, and then, through federation of local co-operatives, the work of the broker, wholesaler, and speculator. The ideal of the grain growers, for instance, is to supplant the broker and to sell to the miller and exporter. It is hardly possible that any of the farmers' organizations will attempt to build up distributing agencies farther along the road to the ultimate consumer.

Production has in no case been cut, nor an unjust monopoly been sought for. Only a small number of co-operatives assert themselves at all in fixing prices. Several California co-operatives, controlling a large proportion of a special crop, do fix prices in advance of their selling season by taking into account the probable workings of supply and demand. This method has not been altogether successful. It is harder to estimate what demand will be than to adjust price to demand when it asserts itself during the buying season. The Dairymen's Associations naturally have a voice in bargaining, but price fixing of milk is usually done now with three parties present: the state or public, the city milk distributor or dealer, and the association of producers. The California Fruit Growers, the Southern Cotton Growers or the United States Grain Growers could not attempt to regulate prices, much less try to set an arbitrarily high price on their products. In the case of the last two there are foreign markets and supplies to be taken into consideration. One hears of no designs to exploit the consumer. Instead of cutting production and exploiting the consumer the great central agencies have, through advertising and improved selling methods, enabled the farmers to secure profitable distribution of constantly enlarging crops, and have enlarged consumption, whereas under the old system the large crop was nearly always a financial failure.

The day of experimenting in co-operative marketing is passing. The old mistakes are being avoided. At the head of the large organizations are far-sighted, trained men, planning in a scientific way to market products. The post-war period has brought new difficulties, and the drop of prices caused new obstacles to loom up, but the co-operatives are forging sanely and bravely ahead. In the early days of the Harding administration plans were being made by the Secretary of Commerce and the Secretary of Agriculture for aiding the grain producers through arranging for financial credits and providing better warehouses. But the grain growers' organizations were in the midst of plans for "self-help," and were not interested. Though there has been some call for government relief, the co-operatives with their tested organizations are relying in a commendable way on their own agencies to "pull them through."

Finally, the co-operative agencies have given the farmer greater prestige as a political factor. The farmers' group is added to the so-called capital and labor groups in legislative lobbies and halls, and this new group has become very powerful. "Agriculture," says part of a resolution of the National Dairy Marketing Conference held in May, 1921, "neither asks nor demands any special favors and will tolerate no unfair discrimination against it, for the benefit of other branches of industry." A review of recent national legislation passed or that pending in the fall of 1921 is rather impressive: the emergency credit bill paving the way for larger credits to farmers; the packer control bill, placing large control of the meat packing industry into the hands of the secretary of agriculture; the futures trading act, further regulating grain exchanges, have all been passed after being urged by the organized farmers. The emergency tariff was

largely passed under pressure from the farming states. The farmers are also in back of bills to stimulate road building and to correct certain undesirable features in Federal Aid road building in the past. The voice of the agricultural bloc becomes vehement when tax measures are being discussed, and the group is interested in other measures such as a truth in fabrics bill.

ON the other hand, there are many problems within and without the organizations. State laws are sometimes barriers to the type of co-operative organizations that the farmers want. They are asking for the removal of hindrances to the kinds of organizations they wish to build, and especially those to compulsory pooling. Trained managers are hard to find, though the agricultural colleges are now turning them out. Usually one of the natural leaders among the farmers is made the manager of the co-operative. He has enthusiasm, makes sacrifices and works hard, but lacks technical training in keeping proper records as well as handling purchases or sales. This lack of trained men has added to the hard struggle of the organizations. Professor John R. Commons says: "We have had enough emotion in the co-operative movement of our country; our need now is, above all, trained intellect."

The local co-operative sometimes has difficulty in retaining an experienced manager. There is lack of vision and knowledge on the part of the farmers and they refuse to pay a trained man what his services are worth. The lack of real "co-operative spirit" and perseverance are great hindrances, for usually the co-operative must endure under great stress and handicaps, with little promise of great achievement during the first few months of the first few years. Sometimes the very men who are members of the organizations are the biggest stumbling blocks on the road to progress. Read from an article by a manager: "As I write this, I have letters on my desk from farmers who are bitterly complaining because their non-pooling neighbors received more money for May milk than they received; the line of reasoning is that the pool lost them money. Such men utterly forget that were it not for the pool, they would have received, as they did previous to 1916 when butter and cheese prices were the same as at present, less than \$1 per hundred pounds (46 quarts) for their milk."

Organizations in some states have gone on under too high pressure. Many locals fail because the organizer goes through a locality, lays an inadequate foundation, does not prepare the members for the problems they are about to meet. Failure results. If the organizing agency will pay more attention to an adequate follow-up, more local organizations will become permanent. There has not been enough survey of the reasonable amount of business available, for without enough volume the co-operative cannot live. Co-operation must really save money. Dr. E. G. Nourse, Professor of Agricultural Economics at the Iowa State College of Agriculture says, for instance, of his locality: "Usually a hundred carloads per year is enough business for a livestock shipping association and 200,000 bushels of grain a year for an elevator." But he recommends 500 to 1,000 cars of stock for a shipping association and says many of those in his state must expand, combine or die. He goes on with this word of warning: "The co-operative marketing of livestock in Iowa has great possibilities but it is possible that one-fourth of the associations formed may go to pieces because of too small a volume of business, inefficient management, or lack of in-



Wool is increasingly pooled in many sections of the country

terest on the part of the members." And these three reasons for failure apply also to other regions and to other than livestock shipping associations.

THE problems without the movement are many. There is much discrimination and antagonism on the part of the organized private distributors. The Chicago Board of Trade had barred the really co-operative organizations until forced to admit them by Federal legislation. The private Grain Dealers' National Association is reported to have raised \$250,000 at a meeting in Cincinnati in 1921, for the purpose of fighting United States Grain Growers and all farmers' co-operative grain marketing plans. The Grain Dealers attack co-operative plans by circulating a pamphlet entitled "Farming the Farmer," and Grain Growers retort with one "Fooling the Farmer." The organized private distributors do not merely casually doubt the success of the co-operative marketing plans. Before the Committee of Fifteen studying live stock marketing had time to report to the American Farm Bureau Federation, the Chicago Live Stock Exchange opened fire. The farmers have often been accused of striking at the foundations of government, when they merely tried to mend a ragged distribution system. Through misrepresentations they have lost friends or have been prevented from making them, especially among city people. The farmers who endeavor to strike against the business men in the smaller towns do so needlessly. The larger cities contain the organized distributors who are fighting the farmers organizations. This antagonism toward co-operatives is as bad today as at any other time. "It is hard to tell who is the farmer's enemy and who is his friend," says many a co-operative manager.

There are difficulties in enlisting outside capital, where this is necessary, because the co-operative organization usually wishes to be democratic, and if it caters too much to the investor in forming auxiliary or subsidiary organizations, it is always in danger of losing co-operative features. The future of the local co-operatives seems to be closely bound up, too, as we have seen, with a sound, sane, rounded out, healthy country life. Shifting population, lack of adequate community or social organization, lack of strong organizing leadership, have played a part in limiting the spread of the local organizations.

There are two other large, outstanding problems. (1) Relationships between large farmers' organizations. The splits and disagreements that occur are confusing and result mostly in weakening the whole cause. The lessons of co-operation have not all been learned. (2) Difficulties of "Integration." It is comparatively easy to get a closely knit organization with uniform contracts and plans for a limited locality. But when you strike the corn and wheat belts, federation or integration becomes more difficult. There are more diverse groups. Starts have been successfully made with

differing methods of organization. It is a big task to harmonize these into one smoothly working federation. Greater distances separating locals have to be reckoned with. Even the present plans for the grain growers may not be the last word because of these serious obstacles.

FUTURE prospects are good—if we are at all to judge by the steady progress of the last ten years. Experience, education, superior types of organizations are beginning to tell as never before. More managers are available. There is more trained help from the colleges and departments of agriculture. Some city bankers, financiers and business men look hopefully to this co-operative movement. The large packers have for years dealt successfully with co-operatives and the millers too are not fighting the type of organizations which sell them grain. More visible results are at hand. Farmers can see in cold figures that their new organizations have helped them more than have the private dealers. This is especially true since 1920. Some opponents of co-operation have ceased fighting, since they have seen what has happened in North Dakota. In some neighboring western states, the opponents of the farmers' efforts see co-operation as a less evil than the Non-Partisan League. In Minnesota it is claimed the League is failing of farmers' support because they are getting satisfactory results through their co-operatives. When the national Grain Dealers' Association was organizing to fight co-operative grain marketing, the representatives of the grain exchanges of Minneapolis and Duluth, Minnesota, opposed this. They asked for a "campaign of education" in regard to the operations of grain exchanges. Now the most recent report is that Minneapolis will be no party to a "war fund" to fight farmers' co-operatives. And in North Dakota, as one non-agricultural journal has pointed out, if the league be driven out of the door of the arena, that is no defeat. The co-operator is entering by the window. One conservative agricultural journal has warned that if the plans of the co-operatives are unjustly fought, the farmers will be back in the arena under more radical leadership than ever before.

IT is hard to forecast the extent or the consequences of this agrarian co-operative movement. There may be truth in the prediction that this peaceful agricultural revolution now going on in American agriculture will bring results as far-reaching as those of the industrial revolution which began in England in the latter part of the eighteenth century and inaugurated our present economic life.

We may now be in the midst of only the beginning of the farmers' co-operative movement. The progress of very recent events continues good. The news of the past few months, does it not compare well with that of the past and promise much for the future? In South Dakota forty local potato growers' associations with two thousand members federated in the Potato Growers' Co-operative Exchange to handle the 1921 crop. Ninety per cent of the cabbage growers in Colorado enlisted in the Co-operative Farmers' Exchange, Inc., which will be adequately financed and prepared to sell this year's production. In California the Fruit Growers' Exchange marketed the largest volume of fruit ever grown, in the face of a thirty-three and a third per cent rise in freight rates which went into effect August, 1920. The Walnut Growers' Exchange disposed of 53,000,000 pounds of walnuts with gross value of \$11,000,000 at a profit to the growers. The California Grape Growers also continue in especial prosperity. The Prune and Apricot Growers have secured a government export loan. The Wheat Growers' Association of Washington, Idaho, Oregon and Montana, with 13,500,000 bushels of wheat to dispose of, borrowed the sum of \$10,000,000 from the War Finance Corporation to aid exporting. The War Finance Corporation has loaned a total of \$63,000,000 to farmers' co-operatives. Says Aaron Sapiro, legal counsel of fifty farmers' co-operative marketing associations, on announcing these loans: "The evidence of business acumen, commercial stability and all-around efficiency shown by the co-operative associations has brought with it the recognition of men and governments and has made possible these huge financial transactions." The large North American Fruit Exchange of New York was mutualized August 1, 1921,—perhaps a step toward a co-operative organization. The Exchange is a national sales agency of



Relations between farmers and business men are in many localities little disturbed by co-operative organization

growers' associations, and in 1920 sold 30,000 carloads of fruit and vegetables valued at \$40,000,000. The profits are to be limited to ten per cent of the capital stock, and net earnings above ten per cent will be divided equally among the exchange and the growers' associations it represents, the latter to be reimbursed according to the amount of fee paid for the service of the exchange. The Long Island Duck Association which started the Farmers' Commission House, Inc., in 1914 expects to sell this year 1,100,000 ducklings, the largest number it has ever handled. The American Farm Bureau Federation followed up its co-operative dairy marketing conference by appointing a committee of eleven men to study the marketing of dairy products. The organization of Grain Growers is proceeding more slowly than many hoped but as well as the conservatives expected.

One hundred and fifty thousand southern tobacco, cotton and peanut growers have signed co-operative contracts; organizations have been perfected by six hundred potato growers, five hundred poultrymen, and by representative peach growers in New Jersey. One of the first rewards of the Poultry Association is a special price upon fresh eggs under its brand in the New York market. In New York the newly-organized Empire State Potato Growers' Co-operative Association expects to do a business of \$1,000,000 at the close of the first year. The California Prune Growers' seven-year contract expired in 1921 and was promptly renewed by ninety per cent of the prune growers of the state. In 1921 farm bureaus in twenty-one states pooled their wool clip. This was twice the number of states in the wool pool of 1920. Also the amount of wool thus sold increased from 14,750,000 pounds to 27,093,466 in 1921.

Farmers' and city consumer co-operatives may be able to get close together. The city organization handles a variety of products, though it could probably buy some necessities from the farmers' organizations. There are several examples of co-operation between dairymen surrounding cities and the city consumer, which have resulted with benefit to both. Already a very significant move has been made in the city of New York. Fifty large restaurants have united in a pur-

chasing association to buy their food direct from the farm. Farmer-labor co-operation is a possibility. Possibly the wall of prejudice existing between the two groups may be broken down, and the farmer may sell products to the labor union or the co-operative of the union.

TO keep their organizations truly democratic and co-operative, to become indispensable in national service, are some of the big opportunities before the farmers' organizations. To remedy the distribution system, they have carried on a campaign of getting for themselves the profits which used to be taken by others. They may be doing a great service by building up their own middlemen, but they may do great harm if their middlemen become as burdensome as they claim those they have displaced have been. Thus far, however, it may be said that they have succeeded. They have measured up well. Mr. Bernard M. Baruch, a "city man" thoroughly familiar with the plans of the farmers' organizations, in an article on "Some Aspects of the Farmers' Problems" in the *Atlantic Monthly* for July, 1921, admirably sums up this whole matter. While giving his belief that "agriculture suffers from preoccupation and neglect (of bankers, financiers and industrial leaders) rather than from any purposeful exploitation by them, and that they ought now to begin to respond to the farmers' difficulties, which they must realize are their own," he also states emphatically: "On the other hand, my contacts with the farmers have filled me with respect for them—for their sanity, their patience, their balance. Within the last year—and particularly at a meeting called by the Kansas State Board of Agriculture and at another called by the Committee of Seventeen—I have met many of the leaders of the new farm movement, and I testify, in all sincerity, that they are endeavoring to deal with their problems, not as promoters of a narrow class interest, not as exploiters of the hapless consumer, not as merciless monopolists, but as honest men bent on the improvement of the common weal."

"We can and must meet such men and their cause halfway. Their business is our business—the nation's business."

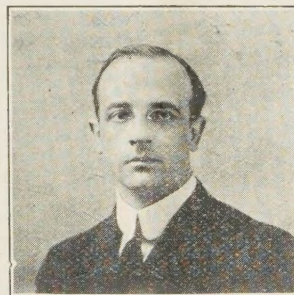
A NEW LEASE OF LIFE FOR HAMPDEN

SEVERAL miles from the steam and trolley roads but hardly far enough from the city influences of Springfield, Massachusetts, the town of Hampden has nevertheless launched on a program of community activities which has both promise and substance.

A start was made several years ago when the three churches, Congregational, Methodist and Baptist, combined forces to form a Federated church. For two years the Rev. Herbert F. Fulton has held the pastorate and led in development of a unified community plan. Programs drawn up by the extension department of the Massachusetts Agricultural College and others were of assistance, but the chief factor in the progress of Hampden has been the determination of her citizens to make their town an attractive place to live in. They did not seek alone to keep their young people from drifting off to the city. They made more positive study of the needs of this little town of 500 and its surrounding farms,—the economic, social, business and home interests of the town at large.

When Mr. Fulton came to Hampden in the spring of 1921 he found the federated church worshipping in each of the three buildings during alternate periods of the year. He succeeded in establishing the church in the Congregational building and setting aside the Methodist building for community activities. The next problem was proper equipment of the church. Money for this was obtained on condition that a more complete federation be formed and as a result alterations have been made out of a sum that will reach \$2,000. The ceiling and walls have been redecorated, new hardwood floors, new pews and pulpit platform and side-wall lighting fixtures installed. Worship is maintained for two months each winter in the Baptist church in order to retain certain funds needed for upkeep of the properties.

The community house is being refitted with a stage and dressing rooms. The stage, 30 by 15 feet, was made from old pews taken from the Congregational Church. The pew trimmings were used for the outside of the stage and a pew



Rev. Herbert F. Fulton

end for the stage stair, making a pretty rail. A roller curtain was found in an old barn where it had been stored since the time fifty years ago of an old town dramatic club. Two men now living who had shares in it released them that the curtain might be used in the Community House. Footlights were provided by setting a long box down in front of the front pew and allowing for the centralization of lights.

In the meantime the pastor has been working for the united support of the community, regardless of creed, without which these steps could not have been taken. A men's club, adjunct of the Milk Producers' League, was first organized. It has definite value as a

forum for discussion of community problems and does not hesitate to carry out its conclusions.

A Women's Community Club, tied up with the Hampden County Improvement League, is based on interest in home economics and has a subsidiary in a canning club. The younger boys have a scout organization and for the young men there is an athletic association. The young women have several clubs. The United Workers gave a play this summer towards the equipment of the Community House. The T. M. T. M. Club organized by Mrs. Fulton, have raised money to equip a Sunday school room in the church basement.

The Community Council, which shall make a unit of these activities, is as yet in a formative stage. The clubs above mentioned, with the grange and the Federated church organization, appointed representatives who managed a successful community fair on September 12th. This general committee is to meet for organization into a community council and the fair, which is an outgrowth of a grange fair, is to be an annual event. Through this committee a general program will be assured, and misunderstandings and duplication of effort eliminated. Mr. Fulton feels, however, that already the spirit of unity has been achieved and that every element of the community,—the farmers, the women of the town, the young people, the boys and girls,—have taken each new step enthusiastically. On this solid basis he hopes to expand along various other lines.

WORKERS' FORUM

THIS department is to be run on a "give and take" basis, so don't hesitate to send in your workable ideas. We hope you can make use of some of these listed here. By pooling our experiences in this way, we are expecting to get a wider vision of our task of bettering the rural community.

Donald G. Stewart, Pope Valley, California

A Play Day for boys was launched this summer through the co-operation of the farmers, who let the boys off on Saturday afternoons, making up as many as three ball teams.

Every week we hold boy scout meetings, including two extra parties for the boys before they took their examinations. The whole community is backing up that organization and without doubt it alone accounts for much of the loyalty we are receiving.

The older boys put on a community sing stunt night one month which took so well that it was imitated later in a community benefit. This brought lots of folks in touch with the church together with the part I have been able to take in a program for the Farm Bureau.

R. W. Dowell, Donaldson, Arkansas

Dowell's Chapel has planted a flower garden to have flowers for burial of the poor.

G. A. Eakins, Huntsville, Tennessee

Fighting for good roads, enforcement of law and a good high school. Have a Woman Voter's Club.

J. H. Wickerson, Newkirk, Oklahoma

We give everyone who has been on their vacation an opportunity to express their experience of other places, a use of the mid-week meeting which has success and makes members attend the church meetings wherever they go.

Paul E. Doran, Sparta, Tennessee

More and more I am finding that the personal appeal in the home is stronger than any appeal from the pulpit. The critical condition of his wife took one of our members from his crop just at the time when he was needed every day. I got men and boys to take care of that for him and the women of the community have been taking care of the fruit and vegetables, practically every woman in the community putting up a few cans.

My offer of four acres of ground for the consolidated school will be accepted, making my place the center for five schools. Then there was a particularly bad piece of road near here. We tried to get the commissioners to make a new road and when they refused I bought the right of way and got together a force of volunteer labor which has made an excellent road.

D. E. Schnable, Redmond, Oregon

The most important work has been the development of a "flower show." This is a new community with little developed beauty as yet. We began work by securing interest in the raising of flowers and making of lawns, and the enthusiasm has gone far beyond our expectations.

G. E. Bergen, Padroni, Colorado

The minister is identifying himself with the agricultural revival which is combating discouragement through greater diversity of farm products. Community Fair is one means.

J. Leska, Bohemian Rural Church, Thurston, Nebraska

We have Daily Vacation Bible School only once a week but a long day, from 9:30 A. M. to 3:30 P. M. During the noon hour we have a picnic lunch and games. The curriculum consists of Bible stories with crayon work to be exhibited, memory work, singing, drills and preparation for a rally day program.

Leon A. Losey, Basin, Wyoming

Our church was represented in a benefit entertainment for flood sufferers in the Mississippi valley, under auspices of the Red Cross. I have been engaged in considerable scout activity, including an organized anti-fly campaign, in which the scouts, of whom I am scoutmaster, have made and sold nearly fifty fly traps.

M. W. Williams, Morristown, S. D.

C. E. Society is training very promising young people for church work as speakers and leaders.

P. E. Heimer, Thurmont, Maryland

I have four churches, three of them rural, with 450 members in all. In one of them, a union of two denominations, we have an interesting piece of service. Two years ago we bought five acres of wooded land, developed it into a park and built a commodious tabernacle in it. On summer evenings we have community religious services with prominent preachers and a large choir. There is also an annual Sunday school mass meeting of the entire countryside and an annual monster Sunday school picnic.

I have two young people's organizations, one of them called the catechetical union, composed of all the young people I have confirmed during my pastorate.

L. A. Lampton, Hubbard, Texas

We have established a social center at Thompson Schoolhouse. Had a Sabbath school picnic and a library society, took our orchestra out from town for weekly social nights.

Chester F. Leonard, Vardy, Tennessee

We had a three-day working and scraped the playground, putting a thirty-foot hill into an adjoining hollow. See-saws, a merry-go-round, swings, ball-diamond and horseshoe courts have been prepared. The people are certainly taking advantage of the new equipment.

Harry E. Bicksler, Lingle, Wyoming

An orchestra of a dozen pieces is being organized for evening services also a choir for Sunday evening services and special week-night gatherings. A splendid mock trial had a state representative, a county sheriff and two attorneys in leading parts. An interesting debate has been held between a young farmer who is a university man and a public school teacher. Subject, "Resolved That political freedom is more easily attained than moral freedom."

This valley is irrigated by the great Roosevelt Dam and opened to colonization by ex-soldiers. They are a fine type of people but for the next four or five years will have but the barest living. We are working for a parish house as a means of providing the culture and comfort to which they are used. Our membership is made up of all denominations with active interest in church work.

Jesse C. Wilson, Palmdale, Cal.

Palmdale Church, in the Antelope Valley, is responsible for a community movement to buy a DeVry moving picture machine. Five dollar shares were sold in a spontaneous drive to better the local recreation. The subscribers are to be formed into a society to look after the enterprise, the machine to be operated at the church and cared for by the pastor. This church has also a novel feature in a promising Young Married People's Bible Class in connection with the Sunday school.

Rev. J. C. Williams, Dawn, Mo.

Our church is beginning to realize the value of clean amusements for the youth of our community. It has stood back of the boys' baseball club that originated in our Sunday school. The boys' slogan of "No Sunday baseball" has already impressed the community. Other games are being contemplated and our church intends to take a more active interest in the boys and girls than ever before.

Ralph M. Jones, Lander, Wyoming

We reach a number of country families with gratifying response. We do systematic work among the poor of the community and co-operate in all community enterprises, such as clean-up week. We throw our church open for the discussion of public questions such as sewers and water bonds and in fact try to relate the church to the life surrounding it. We have active mission and aid societies, publish a monthly bulletin, financing it by advertisements, had a basketball team in the city league, maintain the only prayermeeting in town and preach the real gospel as we apprehend it.

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